



**UNDER SECRETARY OF DEFENSE**  
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WASHINGTON, D.C. 20301-6000

PERSONNEL AND READINESS

February 12, 2009

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Directive-Type Memorandum (DTM) 08-047 – “Reserve Component  
Alert/Mobilization Decision Process Implementation”

References: See Attachment 1

Purpose. In accordance with the authority and guidance in Secretary of Defense Memorandum (Reference (a)), Office of the General Counsel Action Memorandum for the Secretary of Defense (Reference (b)), DoD Directive 5124.02 (Reference (c)), and DoD Directive 1235.10 (Reference (d)), this DTM provides implementing instructions for the Reserve Component (RC) alert/mobilization decision process in order to ensure a standardized approach that enhances the timely release of orders. The decision process applies to all individuals voluntarily or involuntarily ordered to active duty across the full spectrum of conflict by Presidential or Congressional authority under sections 12301, 12302 and 12304 of title 10, United States Code (Reference (e)). The use of volunteers is encouraged to meet mission requirements per DoD Directive 1200.17 (Reference (f)). This DTM incorporates and cancels Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)) Memorandum (Reference (g)). This DTM is effective immediately; it shall be converted to a new DoD Instruction within 180 days.

Applicability. This DTM applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the “DoD Components”).

Policy. It is DoD policy that:

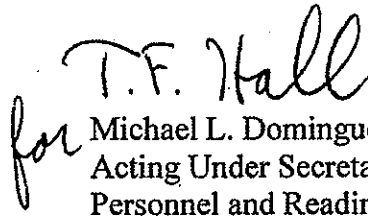
- Each RC alert/mobilization request requires four distinct actions: approval, coordination, notification, and release.
- The Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), or the Secretaries of the Military Departments may approve alert/mobilization requests, depending on the nature of the request.

- All alert/mobilization requests are processed through the weekly Joint Mobilization Meeting and the Secretary of Defense Notification Matrix or the Secretary of Defense Operations Book (SDOB).
- Alert orders are encouraged and authorized to be issued up to 24 months prior to the mobilization date per Reference (d).
- According to Secretary of Defense Memorandum (Reference (h)), a mobilized-to-dwell ratio goal of 1:5 exists for RC members. Per Reference (a), Secretary of Defense approval is required for involuntary mobilization requests where the unit or individual mobilized-to-dwell ratio is less than 1:4.
- Involuntary mobilization requests with less than 180 days between mobilization order approval and the mobilization date require Secretary of Defense approval.
- The Secretaries of the Military Departments may release alert/mobilization orders after Secretary of Defense approval or notification.

Responsibilities. See Attachment 2.

Procedures. Attachment 3 provides mandatory procedures for complying with this DTM. Attachment 4 provides a summary table for involuntary alert/mobilization request approval criteria. Terms used in this DTM are defined in the Glossary.

Releasability. UNLIMITED. This DTM is approved for public release and is available on the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

  
for Michael L. Dominguez  
Acting Under Secretary of Defense for  
Personnel and Readiness

Attachments:  
As stated

**DISTRIBUTION:**

SECRETARIES OF THE MILITARY DEPARTMENTS  
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ATTACHMENT 1

REFERENCES

- (a) Secretary of Defense Memorandum, "Force Allocation and Reserve Component Alert/Mobilization Decision Process," May 3, 2007<sup>1</sup>
- (b) Office of General Counsel Action Memorandum for the Secretary of Defense, "Orders Decision Process," July 12, 2007<sup>1</sup>
- (c) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (d) DoD Directive 1235.10, "Activation, Mobilization, and Demobilization of the Ready Reserve," November 26, 2008
- (e) Sections 12301, 12302 and 12304 of title 10, United States Code
- (f) DoD Directive 1200.17, "Managing the Reserve Components as an Operational Force," October 29, 2008
- (g) ASD(RA) Memorandum, "Reserve Component Alert/Mobilization Decision Process Implementation," August 20, 2008 (hereby canceled)<sup>2</sup>
- (h) Secretary of Defense Memorandum, "Utilization of the Total Force," January 19, 2007
- (i) USD(P&R) Memorandum, "Revised Mobilization/Demobilization Personnel and Pay Policy for Reserve Component Members Ordered to Active Duty in Response to the World Trade Center and Pentagon Attacks – Section 1," March 15, 2007<sup>2</sup>
- (j) Public Law 110-181, "National Defense Authorization Act for Fiscal Year 2008," January 28, 2008
- (k) Secretary of Defense Memorandum, "Global Force Management Implementation Guidance," June 4, 2008<sup>3</sup>
- (l) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," as amended

<sup>1</sup> Available at [www.defenselink.mil/ra](http://www.defenselink.mil/ra). Secretary of Defense Memorandum dated May 3, 2007 contains updates from Office of General Counsel Action Memorandum for the Secretary of Defense, "Orders Decision Process," July 12, 2007. Office of General Counsel Action Memorandum for the Secretary of Defense considered privileged information.

<sup>2</sup> Available at [www.defenselink.mil/ra](http://www.defenselink.mil/ra).

<sup>3</sup> Classified. Available for authorized users on the Joint Staff J3 website.

ATTACHMENT 2  
RESPONSIBILITIES

1. USD(P&R). The USD(P&R) shall:

- a. Establish policies concerning the alert/mobilization of the RC.
- b. Coordinate all alert/mobilization actions with the Chairman of the Joint Chiefs of Staff and the Military Departments through the weekly Joint Mobilization Meeting and the SDOB process.
  - (1) Review all alert/mobilization requests approved by the Secretaries of the Military Departments.
  - (2) Approve involuntary alert/mobilization requests for Special Operations Forces (SOF) in accordance with published guidance for USD(P&R) at Attachment 3.
  - (3) Forward involuntary alert/mobilization requests for Secretary of Defense decision that do not meet approval criteria for the Secretaries of the Military Departments or USD(P&R).
- c. Advise the Secretary of Defense on all RC matters presented in the SDOB and the Secretary of Defense Notification Matrix.

2. ASD(RA). The ASD(RA), under the authority, direction, and control of the USD(P&R), shall:

- a. Have as his principal duty the overall supervision of RC affairs of the Department of Defense.
- b. Develop and enforce implementing policy, programs, and guidance for the alert/mobilization process.
- c. Chair the weekly Joint Mobilization Meeting.

3. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

- a. Develop Service guidance to implement DoD alert/mobilization policy and guidance.
- b. Staff all alert/mobilization actions for their respective Military Departments.
- c. Approve involuntary and voluntary alert/mobilization requests for conventional forces in accordance with published guidance for the Secretaries of the Military Departments at Attachment 3.
- d. Ensure compliance with the following key considerations:
  - (1) For units with a mobilization-to-dwell ratio less than 1:4, the first flag officer, or higher, in the chain of command is required to certify that qualified volunteers, individuals never mobilized, and those with at least a 1:4 mobilized-to-dwell ratio were considered for the mission prior to the involuntary mobilization of anyone with less than a 1:4 mobilized-to-dwell ratio.
  - (2) No individual with less than 12 months dwell shall be mobilized unless he or she has volunteered for the mobilization.
- e. Provide representation to the Joint Mobilization Meeting.
- f. Coordinate with USD(P&R) and the Chairman of the Joint Chiefs of Staff for all alert/mobilization actions.
  - (1) Forward all Service-approved alert/mobilization orders to the Chairman of the Joint Chiefs of Staff for staffing and inclusion in the Secretary of Defense Notification Matrix.
  - (2) Forward involuntary alert/mobilization requests to USD(P&R) that do not meet the approval criteria of the Secretaries of the Military Departments.
- g. Release alert/mobilization orders after Secretary of Defense approval or notification of alert/mobilization actions.
- h. Track RC utilization.

4. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

- a. Provide representation to the Joint Mobilization Meeting.

b. Coordinate with USD(P&R) and the Military Services for all alert/mobilization actions.

c. Provide coordinating documentation for alert/mobilization actions in the SDOB or the Secretary of Defense Notification Matrix.

d. Notify USD(P&R) and the Secretaries of the Military Departments following Secretary of Defense approval or notification of alert/mobilization actions.

## ATTACHMENT 3

### PROCEDURES

#### 1. JOINT MOBILIZATION MEETING

a. Each Military Department alert/mobilization action will be coordinated with OSD and the Chairman of the Joint Chiefs of Staff through the weekly Joint Mobilization Meeting.

b. Non-concurrences that cannot be adjudicated will be forwarded to the Secretary of Defense for decision. All non-concurrences must be substantive in nature and signed by a flag officer or Senior Executive Service member stating the specifics of the non-concurrence, the reasons it could not be adjudicated, and the impact if overturned.

#### 2. SECRETARIES OF THE MILITARY DEPARTMENTS

a. The Secretaries of the Military Departments may approve alert/mobilization requests for involuntary mobilizations when the following criteria are met:

(1) Conventional forces (including conventional forces in support of SOF).

(2) Mobilization Employment Period (MEP) is less than or equal to 12 months. The MEP may exclude individual skill training required for deployment and post-mobilization leave at Service discretion per Reference (h).

(3) Individual or unit mobilization-to-dwell ratio is greater than or equal to 1:4.

(4) Individual or unit has been given 180 or more days between mobilization order approval and the mobilization date.

(5) Unit is commanded by an officer in the grade of O-5 or below, or the deploying force consists of personnel not being deployed as part of a unit.

b. The Secretaries of the Military Departments may approve involuntary individual mobilization orders for emergent requirements and special capabilities provided no less than 30 days notification has been given in accordance with USD(P&R) Memorandum (Reference (i)), and all other Military Department criteria are met. For example, the following emergent requirements and special capabilities may be excluded from the Secretary of Defense's policy of a minimum of 180 days between mobilization order approval and the mobilization date:

(1) Individual Augmentees.



- (2) Individuals filling ad hoc requirements.
- (3) Individual fillers.
- (4) Mobilization For Training individuals.
- (5) Medical professionals.

c. The Secretaries of the Military Departments may approve all voluntary mobilizations, including those exceeding 12 months, individuals with a mobilization-to-dwell ratio less than 1:4, or individuals with less than 180 days between mobilization order approval and the mobilization date.

d. Service members may waive the 30-day notification requirement as set forth in Public Law 110-181 (Reference (j)).

e. All alert/mobilization packages approved by the Secretaries of the Military Departments will be forwarded to the Joint Staff (J4) for inclusion in the Secretary of Defense Notification Matrix. The Secretaries of the Military Departments shall provide justification for alert/mobilization order approvals with less than 180 days between mobilization order approval and the mobilization date.

f. Alert/mobilization packages that the Secretaries of the Military Departments cannot approve will be submitted to USD(P&R).

### 3. USD(P&R)

a. USD(P&R) may approve alert/mobilization requests for involuntary mobilizations for SOF when the following criteria are met:

- (1) MEP is less than or equal to 12 months.
- (2) Individual or unit mobilization-to-dwell ratio is greater than or equal to 1:4.
- (3) Individual or unit has been given 180 or more days between mobilization order approval and the mobilization date.
- (4) Unit is commanded by an officer in the grade of O-5 or below, or the deploying force consists of personnel not being deployed as part of a unit.

b. USD(P&R) may approve alert/mobilization requests for units with mobilization-to-dwell ratios less than 1:4 where all the individuals are volunteers and/or being involuntarily mobilized for the first time, when all other Secretary of Defense guidelines are met. This includes conventional forces as well as SOF.

c. All alert/mobilization packages approved by USD(P&R) will be forwarded to the Joint Staff (J4) for inclusion in the Secretary of Defense Notification Matrix.

d. Alert/mobilization packages that USD(P&R) cannot approve will be submitted to the Joint Staff (J4) for Secretary of Defense decision.

e. Reviewed actions will be forwarded to the respective Services.

#### 4. CHAIRMAN OF THE JOINT CHIEFS OF STAFF

a. The Joint Staff (J4) will consolidate all alert/mobilization requests approved by the Secretaries of the Military Departments or USD(P&R) in the weekly Secretary of Defense Notification Matrix and forward to the Secretary of Defense for notification.

b. The Joint Staff (J4) will include all alert/mobilization requests requiring Secretary of Defense decision in the SDOB.

#### 5. SECRETARY OF DEFENSE

a. The Secretary of Defense approves major RC force flows, high-visibility and nuclear force deployments or involuntary alert/mobilization requests if any of the following criteria are met:

(1) MEPs greater than 12 months.

(2) Individual or unit mobilization-to-dwell ratio less than 1:4.

(3) Individual or unit with less than 180 days between mobilization order approval and the mobilization date for rotational requirements.

(4) Unit is commanded by an officer at or above the grade of O-6.

b. The Secretary of Defense approves involuntary alert/mobilization requests that result in non-concurrences during the staffing process.

c. Requests for involuntary mobilizations with less than 30 days between mobilization order approval and the mobilization date shall specify why it is not practicable to provide longer notice consistent with Reference (j). The Secretary of Defense will address such requests during the normal SDOB process on a case-by-case basis.

d. The Secretaries of the Military Departments may release alert/mobilization orders after Secretary of Defense approval or notification.

ATTACHMENT 4INVOLUNTARY ALERT/MOBILIZATION REQUEST APPROVAL CRITERIA

	Secretaries of the Military Departments	USD(P&R)	Secretary of Defense
MEP:			
MEP $\leq$ 12 months	X	X	
MEP $>$ 12 months			X
Mobilization-to-dwell Ratio:			
$\geq 1:4^1$	X	X	
$< 1:4$			X
Mobilization order approval to mobilization date:			
$\geq 180$ days <sup>2</sup>	X	X	
$< 180$ days			X
Unit Commander:			
CO $\leq$ O-5 <sup>3</sup>	X	X	
CO $>$ O-5			X
Capability:			
Conventional	X		
SOF		X	
Nuclear, High Visibility, or Major Forces			X

## Notes:

1. USD(P&R) may approve alert/mobilization requests for units with mobilization-to-dwell ratios less than 1:4 where all the individuals are volunteers and/or are being involuntarily mobilized for the first time, when all other Secretary of Defense guidelines are met.
2. The Secretaries of the Military Departments may approve individual mobilization orders for emergent requirements and special capabilities provided no less than 30-days notification has been given.
3. The Secretaries of the Military Departments and USD(P&R) may approve requests when the unit is commanded by an officer in the grade of O-5 or below, or the deploying force consists of personnel not being deployed as part of a unit.

## GLOSSARY

Unless otherwise noted, these terms and their definitions are for the purpose of this DTM.

ad hoc. Defined in Secretary of Defense Memorandum (Reference (k)).

dwell. That period of time between the release from involuntary active duty pursuant to sections 12301(a), 12302, or 12304 of title 10, United States Code (Reference (e)), and the reporting date for a subsequent tour of involuntary active duty pursuant to Reference (e). Such time includes any voluntary active duty performed between such two periods of involuntary active duty. Dwell also includes any individual skill training required for deployment and post mobilization leave that has been excluded by the Secretary concerned from counting against the mobilization period.

Individual Augmentee. Defined in Reference (k).

individual fillers. Fill vacancies in a unit that were caused by manning shortages at mobilization station or in theater.

individual skill training required for deployment. Defined in Reference (i).

involuntary mobilization. Active duty performed by RC members without the consent of the units or individuals concerned.

MEP. That period of time within the prescribed period of involuntary active duty pursuant to Reference (e) in support of contingency operations. At service discretion, this period may exclude individual skill training required for deployment and post-mobilization leave. The dates of the MEP shall be used to calculate dwell and the mobilization-to-dwell ratio.

mobilization order approval to the mobilization date. The period of time between the mobilization date and Secretary of Defense's approval of mobilization orders in the SDOB or Secretary of Defense's notification of mobilization orders via the Secretary of Defense Notification Matrix. Time elapsed is calculated from the date the SDOB or the Secretary of Defense Notification Matrix is briefed to Secretary of Defense, not the date the orders are released by the Military Departments.

mobilization-to-dwell ratio. The ratio between the MEP and dwell.

post-mobilization leave. Defined in Reference (i).

SOF. Defined in Joint Publication 1-02 (Reference (l)).

voluntary mobilization. Active duty performed by RC members who volunteer for such duty.